

**From:** Jeff Scrima

**Sent:** Tuesday, April 26, 2011 5:44 PM

**To:** Russell Jack

**Cc:** \_Dept Directors-Exec Leadership Team; Dan S. Duchniak; 'rhastings71@yahoo.com'; Chris Hernandez; 'duaneepaulson@aol.com'; 'Joan Francoeur'; Joe Pieper; Kathleen Cummings; Brian White; Paul Ybarra; Ald John Kalblinger; 'Reiland, Andy'; Roger Patton; Steve Johnson; Terry Thieme; vance.skinner@gmail.com; 'Vance Skinner'; Dan Owens

**Subject:** RE: Sequencing

Chief Jack,

I apologize for the apparent misunderstanding about the purpose of reading Sequencing – Deciphering Your Company's DNA. My intent was clearly not to cram some “religious code” into the organization.

The book is gaining traction across the country with numerous community leaders and business leaders as something that speaks to the culture of organizations – something current organizational development books don't address well. The crux of the book is in the understanding of perspective, how that effects innovation and performance in an organization, and the important of having a “roundtable” for a department – who are those individuals that can fill the four roles for a department? And why is this important?

Let's not miss the point. The point is that the city must find \$1.5 million in cost savings from its budget to compensate for the expected short-fall in state funding.

This problem can only be solved by first understanding the impediments to innovation – what is it that is holding each department back from being all that it's capable of being for the good of the City, it's citizens, at the lowest possible cost? This effort is not only a departmental effort but also a cross departmental effort. How can each department provide excellent service to its citizens with fewer financial resources? You each are experts in your field – think hard amongst your fellow department directors, challenge them, and support one another. Who are those on your team that can challenge your thinking without repercussion? Who best is capable of envisioning work flow efficiencies? Who best can handle the natural tension that will develop with employees as the necessary changes are made? Who are the doers of your department?

As a group, we can lay out a base timeline for each to report back to the City Administrator and the group as to idea generation for cost savings. Together we can state a deadline that the cost savings must be identified that aligns with the state funding cuts. The City Administrator will lead the effort on \$1.5 million in cost savings.

Remember, this is about finding \$1.5 million in cost savings – that's the problem the city is trying to solve and it will require the cooperation of all to find those savings.

The Sequencing book reading will not be required for Directors meetings. As an alternative, I would like to suggest the directors come up with a book to read that would assist us in communication, teamwork, creativity and meeting our goal of \$1.5 million in cost savings.

Warmly,

**Jeff Scrima**

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